Working for Queensland survey

Crime & Corruption Commission

Highlight Report

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Response Rate:

85%

Returned Surveys:

278

Purpose

The Highlight Report presents key results from the 2016 Working for Queensland survey, which was conducted from mid April to early May 2016. Results reflect the respondents from your agency.

Note on the response rate

The displayed response rate was calculated using statistical workforce data (Minimum Obligatory Human Resource Information) for March 2016.

Reporting Framework

All highlight reports include two different types of analysis, each of which provides a different lens through which to understand organisational climate and workplace improvement in your agency.

Strategic priorities: driver analysis

The first type of analysis is driver analysis, which is focused on survey results at the agency level. Driver analysis is designed to provide an understanding of the key drivers of three strategic priorities for your agency – agency engagement, organisational leadership and innovation.

The purpose of this analysis is to inform strategy development and resource investment across your agency.

Workplace climate

The second type of analysis relates to the workplace climate indices, which is focused on the workgroup level. The workplace climate indices have been grouped by topic so they more closely align with the way work, roles and responsibilities are broken up across agencies.

The index scores are calculated as a per cent positive average for the items in the grouping.

The purpose of this information is to provide workgroups with insight into their strengths and weaknesses by topic, so that the information can be easily discussed and actioned at the workgroup level.

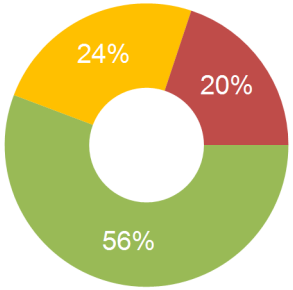
RESPONSE SCALE : POSITIVE NEUTRAL NEGATIVE

01 Driver analysis scorecard

Purpose

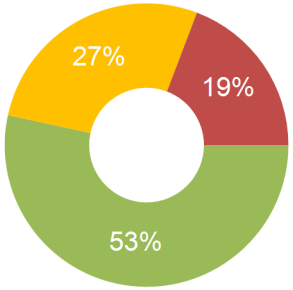
This section provides an overview of the drivers of the strategic priorities (agency engagement, organisational leadership and innovation) in your agency.

Agency engagement



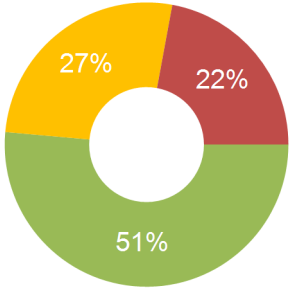
Top 3 drivers		% Positive
Organisational leadership	2016	53%
Learning and development	2016	42%
Innovation	2016	51%

Organisational leadership



Top 3 drivers		% Positive
Organisational fairness *This factor has been altered between 2015 and 2016- it is, therefore, not trended over time*	2016	39%
Learning and development	2016	42%
Innovation	2016	51%

Innovation



Top 3 drivers		% Positive
Learning and development	2016	42%
Job empowerment	2016	70%
Organisational fairness *This factor has been altered between 2015 and 2016- it is, therefore, not trended over time*	2016	39%

02 Factors

COMPARISONS:	At least 5 percent GREATER	At least 5 percent LESS

RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE
QUINTILES:	1 & 2	3	4 & 5

Purpose

This section provides an overview of your agency's 2016 strategic priorities* and factor results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

Understanding your agency's data, across time and in relation to the Queensland public sector, will enable your agency to assess its progress in workplace improvement.

	Response scale (%)			% positive	vs Qld public sector 2016	Range of all agencies	Your agency quintile
Agency engagement*	56	24	20	56%	-4	41 - 81	4
Job empowerment	70	15	15	70%	-2	55 - 86	4
Workload and health *% positive indicates those who have limited to no issues with workload and health*	49	29	22	49%	+11	28 - 78	2
Learning and development	42	25	33	42%	-14	28 - 78	5
My workgroup	78	13	9	78%	0	64 - 92	3
My manager	74	14	11	74%	+3	57 - 89	3
Organisational leadership*	53	27	19	53%	+1	32 - 81	2
Organisational fairness *This factor has been altered between 2015 and 2016- it is, therefore, not trended over time*	39	27	33	39%	-5	25 - 63	4
Anti-discrimination	70	25	5	70%	-1	52 - 97	3
Innovation*	51	27	22	51%	-10	46 - 80	5

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

03 Factors by division

Purpose

This section shows the breakdown of division and agency results for strategic priorities* and factors.

This section shows the % positive scores for divisions within the agency	Crime & Corruption Commission % positive	Corruption	Crime	Intelligence	Operations Support	Policy and Research	Proceeds of Crime	Strategic & Corporate Services & Office of the Commission
Number of respondents	278	57	43	28	31	13	14	66
Agency engagement*	**56%**	43%	57%	63%	51%	66%	86%	59%
Job empowerment	**70%**	59%	77%	82%	74%	79%	87%	66%
Workload and health *% positive indicates those who have limited to no issues with workload and health*	**49%**	43%	52%	46%	49%	74%	67%	47%
Learning and development	**42%**	34%	44%	35%	37%	53%	62%	52%
My workgroup	**78%**	74%	75%	89%	88%	70%	86%	77%
My manager	**74%**	76%	76%	77%	85%	68%	97%	68%
Organisational leadership*	**53%**	42%	52%	63%	64%	68%	73%	55%
Organisational fairness *This factor has been altered between 2015 and 2016- it is, therefore, not trended over time*	**39%**	30%	43%	44%	49%	52%	51%	36%
Anti-discrimination	**70%**	65%	76%	70%	77%	75%	59%	74%
Innovation*	**51%**	37%	47%	56%	57%	71%	63%	59%

04 Workplace climate

COMPARISONS:	At least 5 percent GREATER	At least 5 percent LESS

RESPONSE SCALE :	POSITIVE	NEUTRAL	NEGATIVE
QUINTILES:	1 & 2	3	4 & 5

Purpose

This section provides an overview of your agency's workplace climate index results. This data is benchmarked against the Queensland public sector and other agency results, as well as being compared with the previous year's results.

Understanding your agency's data, across time and in relation to the Queensland public sector, will enable your agency to assess its progress in workplace improvement.

	Response scale (%)			% positive	vs Qld public sector 2016	Range of all agencies	Your agency quintile
Safety, health and wellness	62	22	15	62%	+5	45 - 83	2
Effectiveness and innovation	55	23	22	55%	-3	47 - 76	4
People and relationships	77	13	9	77%	0	65 - 92	3
Fairness and trust	58	24	18	58%	-2	43 - 77	4
Performance and development	46	25	30	46%	-10	37 - 73	5
Leadership and engagement	63	21	16	63%	0	48 - 83	3
My job	74	14	12	74%	-4	60 - 87	4

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

05 Workplace climate by division

Purpose

This section shows the breakdown of division and agency results for each workplace climate index.

This section shows the % positive scores for divisions within the agency	Crime & Corruption Commission % positive	Corruption	Crime	Intelligence	Operations Support	Policy and Research	Proceeds of Crime	Strategic & Corporate Services & Office of the Commission
Number of respondents	278	57	43	28	31	13	14	66
Safety, health and wellness	**62%**	54%	67%	62%	67%	77%	73%	64%
Effectiveness and innovation	**55%**	49%	57%	58%	57%	68%	65%	55%
People and relationships	**77%**	73%	75%	89%	88%	68%	87%	76%
Fairness and trust	**58%**	51%	62%	61%	67%	66%	59%	58%
Performance and development	**46%**	37%	48%	39%	45%	61%	67%	51%
Leadership and engagement	**63%**	57%	64%	69%	69%	67%	87%	62%
My job	**74%**	62%	82%	86%	80%	79%	91%	71%

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	Safety, health and wellness	Response scale (%)			% positive	vs Qld public sector 2016
Q23a	I am overloaded with work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	42	32	26	42%	+13
Q23b	I feel burned out by my work *% positive indicates those who "strongly disagree" or "disagree" with this statement*	54	26	20	54%	+13
Q23e	My work has a negative impact on my health *% positive indicates those who "strongly disagree" or "disagree" with this statement*	52	29	20	52%	+7
Q24h	People in my workgroup are committed to workplace safety	79	17	3	79%	-3
Q25b	My workplace culture supports people to achieve a good work/life balance	64	16	20	64%	+2
Q25c	There is adequate focus on workplace safety at my workplace	78	18	4	78%	-1
Q34e	Your work-life balance *% positive indicates those who responded with "very satisfied" or "satisfied"*	67	18	15	67%	+4

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	Effectiveness and innovation	Response scale (%)			% positive	vs Qld public sector 2016
Q22b	I have the tools I need to do my job effectively	74	12	14	74%	+3
Q22c	I get the information I need to do my job well	69	17	14	69%	0
Q22d	I have the authority necessary to do my job effectively	69	18	13	69%	-1
Q23c	I feel my job is secure	44	25	31	44%	-12
Q23d	There is too much 'red tape' in my work (e.g. Regulatory or administrative processes) *% positive indicates those who "strongly disagree" or "disagree" with this statement*	21	32	48	21%	+2
Q25d	Approval processes at my workplace are excessive *% positive indicates those who "strongly disagree" or "disagree" with this statement*	18	33	49	18%	-1
Q25e	Disruptions and/or noise at my workplace make it hard to get things done *% positive indicates those who "strongly disagree" or "disagree" with this statement*	59	21	20	59%	+12
Q26a	My workplace has undergone significant change in the past 12 months	59	27	14	59%	+7
Q27a	I get the opportunity to develop new and better ways of doing my job	51	20	28	51%	-8

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	Effectiveness and innovation *(cont.)*	Response scale (%)			% positive	vs Qld public sector 2016
Q27b	I am encouraged to make suggestions about improving work processes and/or services	63	20	17	63%	-5
Q27c	Management is willing to act on suggestions to improve how things are done	49	28	23	49%	-5
Q27d	My workgroup uses research and expertise to identify better practice	40	36	24	40%	-18
Q27e	My workgroup always tries to improve its performance	61	24	14	61%	-11
Q27f	My organisation is open to new ideas	44	31	26	44%	-13
Q34c	Your physical working environment *% positive indicates those who responded with "very satisfied" or "satisfied"*	78	13	9	78%	+9
Q34d	The location of your work *% positive indicates those who responded with "very satisfied" or "satisfied"*	74	15	12	74%	-6
Q34f	Your ability to 'make a difference' to the community *% positive indicates those who responded with "very satisfied" or "satisfied"*	62	25	13	62%	-4

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	People and relationships	Response scale (%)			% positive	vs Qld public sector 2016
Q24a	People in my workgroup treat each other with respect	78	11	11	78%	+2
Q24b	I receive help and support from other people in my workgroup	86	8	7	86%	+2
Q24c	People in my workgroup are honest, open and transparent in their dealings	74	14	12	74%	+6
Q24d	People in my workgroup use their time and resources efficiently	68	16	16	68%	+2
Q24e	People in my workgroup treat customers with respect	79	16	4	79%	-7
Q24f	People in my workgroup are committed to delivering excellent service to customers	81	13	6	81%	-2
Q24g	People in my workgroup do their jobs effectively	76	13	10	76%	+1
Q24i	People in my workgroup work effectively with other workgroups in my organisation to deliver services to our customers	75	15	10	75%	-3

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	Fairness and trust	Response scale (%)			% positive	vs Qld public sector 2016
Q25a	My workplace has an inclusive culture where diversity is valued and respected	69	18	13	69%	-6
Q25f	Performance is assessed and rewarded fairly in my workplace	29	35	36	29%	-6
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	36	20	43	36%	-4
Q25h	People are treated fairly and consistently in my workplace	45	23	32	45%	-7
Q25i	People take responsibility for their decisions and actions in my workplace	49	24	27	49%	-5
Q30a	My senior manager demonstrates honesty and integrity	74	17	8	74%	+8
Q31e	Recruitment and promotion decisions in this organisation are fair	38	33	29	38%	-2
Q32a	Age is not a barrier to success in my organisation	70	21	9	70%	0

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	Fairness and trust *(cont.)*	Response scale (%)			% positive	vs Qld public sector 2016
Q32b	Gender is not a barrier to success in my organisation	75	17	7	75%	+1
Q32c	Disability is not a barrier to success in my organisation	62	34	4	62%	-1
Q32d	Cultural background is not a barrier to success in my organisation	70	26	4	70%	-3
Q32e	Sexual orientation is not a barrier to success in my organisation	71	26	3	71%	-1
Q32f	If I raised a complaint, I feel confident that it would be taken seriously	61	23	16	61%	+1

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	Performance and development	Response scale (%)			% positive	vs Qld public sector 2016
Q28a	I receive useful feedback on my performance	57	24	19	57%	0
Q28b	My performance is assessed against clear criteria	47	27	26	47%	-3
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	46	23	31	46%	-17
Q28d	I am encouraged to pursue developmental opportunities in other workplaces	23	33	44	23%	-15
Q28e	I am able to access relevant learning and development opportunities	53	21	26	53%	-8
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	44	30	26	44%	-16
Q28g	I am satisfied with the opportunities available for career development	28	24	48	28%	-16
Q28h	I have had productive conversations with my manager on my performance in the past 12 months	51	22	27	51%	-5
Q28i	I develop new knowledge and skills through undertaking tasks at work	66	16	19	66%	-7
Q31b	My organisation is committed to developing its employees	39	28	33	39%	-15

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	Leadership and engagement	Response scale (%)			% positive	vs Qld public sector 2016
Q29a	My manager treats employees with dignity and respect	79	10	11	79%	+1
Q29b	My manager listens to what I have to say	78	12	10	78%	+1
Q29c	My manager keeps me informed about what's going on	73	15	12	73%	+5
Q29d	My manager understands my work	78	14	8	78%	+5
Q29e	My manager creates a shared sense of purpose	73	14	13	73%	+5
Q29f	My manager demonstrates honesty and integrity	79	13	9	79%	+2
Q29g	My manager draws the best out of me	60	23	17	60%	+1
Q31a	In my organisation, the leadership is of high quality	56	26	19	56%	+2

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	Leadership and engagement *(cont.)*	Response scale (%)			% positive	vs Qld public sector 2016
Q31c	Management model the behaviours expected of all employees	51	25	23	51%	-1
Q31d	In my organisation, the leadership operates with a high level of integrity	61	24	15	61%	+6
Q31f	My organisation is well managed	46	35	20	46%	-3
Q33a	I would recommend my organisation as a great place to work	60	20	20	60%	-1
Q33b	I am proud to tell others I work for my organisation	61	23	16	61%	-6
Q33c	I feel strong personal attachment to my organisation	58	22	19	58%	-2
Q33d	My organisation motivates me to help it achieve its objectives	50	28	22	50%	-5
Q33e	My organisation inspires me to do the best in my job	49	29	22	49%	-6

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

06 Workplace climate by item *(cont.)*

Purpose

This section provides your agency's workplace climate index results by item. This data is benchmarked against the Queensland public sector and is compared with the previous year's results.

	My job	Response scale (%)			% positive	vs Qld public sector 2016
Q21a	I understand what is expected of me to do well in my job	86	7	6	86%	-4
Q21b	I understand how my work contributes to my organisation's objectives	89	4	7	89%	-3
Q22a	I have a choice in deciding how I do my work	63	18	19	63%	-5
Q22e	My job gives me opportunities to utilise my skills	71	13	15	71%	-5
Q22f	I enjoy the work in my current job	75	16	9	75%	-2
Q22g	My job gives me a feeling of personal accomplishment	68	20	13	68%	-3
Q34a	The degree to which your work is interesting/challenging *% positive indicates those who responded with "very satisfied" or "satisfied"*	72	16	12	72%	-4
Q34b	Your ability to work on your own initiative *% positive indicates those who responded with "very satisfied" or "satisfied"*	74	14	12	74%	-7
Q35	All things considered, how satisfied are you with your current job? *% positive indicates those who responded with "very satisfied" or "satisfied"*	70	13	17	70%	-3

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

07 Executive capabilities in your agency

Number of Respondents:

28

Purpose

In this section, respondents who indicated having salaries of $120,000 or more were asked about their managers' capabilities, as outlined in the Queensland Public Service Workforce Capability Success Profile.

The purpose of this section is to assist in identifying priorities for executive development programs.

	Response scale (%)			% positive 2016
Leads strategically with vision	71	21	7	71%
Navigates complex, ambiguous and political environments	93	7	0	93%
Leads change with agility	61	32	7	61%
Operates across boundaries	82	11	7	82%
Engages with ideas, innovation and risk	79	18	4	79%
Manages organisational performance	71	21	7	71%
Manages internal and external relationships	89	7	4	89%
Builds organisational capability	71	11	18	71%
Inspires individual and team commitment in the pursuit of results	75	18	7	75%
Models professional and ethical behaviour	96	4	0	96%
Displays courage in the provision of advice and decision-making	89	7	4	89%
Applies sound corporate governance	100	0	0	100%
Commits to personal development	78	22	0	78%

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

08 Flexible work options

Purpose

Flexible work arrangements are a very important element of contemporary workplaces. Well executed and managed flexible work arrangements improve employee engagement, retention and attraction. This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

NOTE: Multi-select questions may not add up to 100 per cent.

Do you currently use any of the following flexible work options?	Proportion	vs Qld public sector
Used no flexible work option	63%	+8
Used flexible workplace option *% proportion indicates those that used at least one of the 11 work place options*	37%	-8
Part time work	10%	-8
Part-year work/annualised hours	0%	0
Job sharing	1%	-1
Compressed work hours	1%	-1
Flexible work hours/shifts	21%	+2
Term-time working	0%	-1
Casual/on call	4%	0
Telecommuting	3%	0
Hot desks	0%	-2
Purchased leave/extended leave/deferred salary schemes	0%	-1
Leave at half pay	4%	+1
Other, please specify	2%	0
None of the above	63%	+8

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

08 Flexible work options *(cont.)*

Purpose

Flexible work arrangements are a very important element of contemporary workplaces. Well executed and managed flexible work arrangements improve employee engagement, retention and attraction. This section outlines the types of flexible work arrangements being used and highlights some potential barriers to their take-up.

NOTE: Multi-select questions may not add up to 100 per cent.

Have you made a request for a flexible work arrangement over the past 12 months?

	Proportion	vs Qld public sector
Yes, I requested flexibility	18%	+2
No, I have not made a request but I am content with my current arrangements	74%	+2
No, I have not made a request but I am not content with my current arrangements	8%	-3

Why haven't you made a request to change your work arrangements?

	Proportion	vs Qld public sector
Flexible working is frowned upon/not supported by my workplace culture	47%	+18
I feel flexibility is not possible in my current job	42%	+4
I felt it would limit my career	37%	+17
I didn't feel confident presenting my case or negotiating arrangements with my manager	32%	+9
I was concerned that it may negatively impact my team	16%	-6
I feel the technology I currently have access to does not support flexible working	16%	+8
I don't feel confident in my manager's ability to manage staff working flexibly	16%	+2
I felt it would limit my access to training and development	11%	+4
I didn't feel I had the right to	5%	-16

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

09 Domestic and family violence

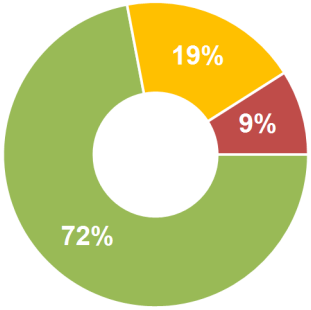
Purpose

The Government has committed to a 15 year reform agenda with respect to domestic and family violence. This section is focused on understanding the confidence levels of Queensland public sector employees in dealing with domestic and family violence in the workplace.

Are you aware of any policies, in your workplace, designed to support employees affected by domestic and family violence in the workplace or the community?

Overall

Yes	72%
No	9%
Don't know	19%



Managers

Yes	78%
No	6%
Don't Know	16%

Non-managers

Yes	69%
No	10%
Don't Know	21%

Managers *Manage one or more employees*	% positive	vs Qld public sector
I am confident that I could sensitively communicate with employees affected by domestic and family violence	78%	0
If I was approached directly by an employee affected by domestic and family violence, I am confident in my ability to provide appropriate levels of support	74%	-2
If I was made aware (e.g. by other colleagues) that domestic and family violence was affecting an employee, I am confident that I could respond appropriately	73%	-3

Non-managers *Manage no employees*	% positive	vs Qld public sector
I am confident that I could sensitively communicate with colleagues affected by domestic and family violence	67%	0
I am confident that I could effectively refer a colleague affected by domestic and family violence to appropriate support	66%	-1

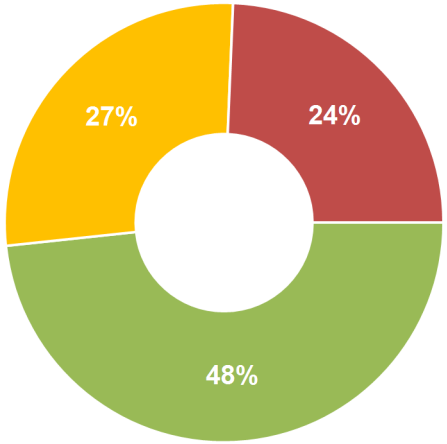
RESPONSE SCALE : POSITIVE NEUTRAL NEGATIVE

10 Intention to leave your organisation

Purpose

The purpose of this section is to show the intention of employees to leave the organisation and their reasons for leaving.

NOTE: Multi-select questions may not add up to 100 per cent.



48%

of employees agreed with the statement:

I intend to stay in my organisation within the next 12 months.

Reasons for leaving	Proportion
Career or job opportunities	65%
Professional/personal development	51%
The workplace culture	45%
Your relationship with your manager	34%
Pay and conditions	32%
Stress/Health	28%
Other (please specify)	18%
Job security	17%
Contract expiring	14%
The location of your workplace or the time spent commuting	12%
Your relationship with your colleagues	9%
Balancing work and life commitments	8%
Work hours	6%
Travel plans	5%
Fit between work and your interests	5%
Retirement	5%
Family/carer responsibilities	2%

RESPONSE SCALE : POSITIVE NEUTRAL NEGATIVE

11 Bullying and sexual harassment

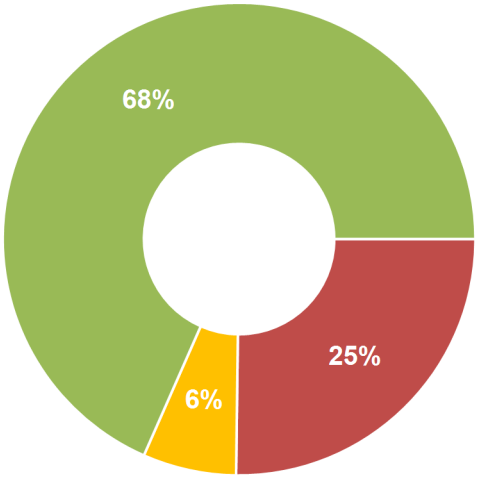
Purpose

This section is focused on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences.

NOTE: Multi-select questions may not add up to 100 per cent.

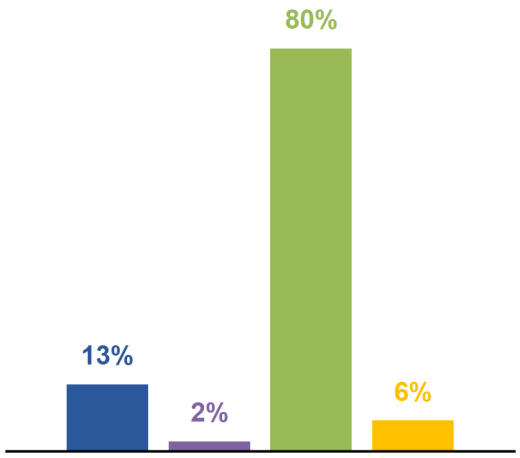
During the last 12 months have you witnessed bullying or sexual harassment in your workplace?

Yes	25%
No	68%
Don't know	6%



During the last 12 months, have you been subjected to any of the following in your workplace?

Bullying	13%
Sexual Harassment	2%
No	80%
Don't Know	6%



11 Bullying and sexual harassment *(cont.)*

Purpose

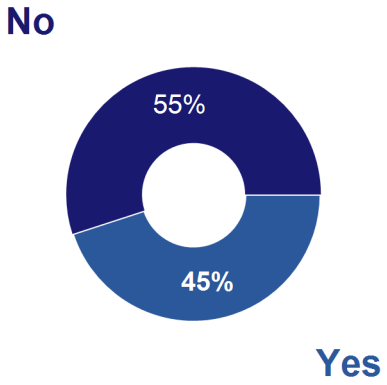
This section is focused on understanding the prevalence and sources of bullying and sexual harassment as well as the rate of reporting and barriers to reporting such incidences.

NOTE: Multi-select questions may not add up to 100 per cent.

Who were you BULLIED by?	Proportion
A senior manager	49%
A fellow worker	49%
Your immediate manager/supervisor	40%
A group of fellow workers	20%
A worker that reports to you	11%
A client/customer	3%
A consultant/service provider	3%
Other	3%
A member of the public	3%
Prefer not to specify	3%
A representative of another agency	0%

What type of BULLYING did you experience?	Proportion
Verbal abuse	71%
Inappropriate and unfair application of work policies or rules	43%
Other	40%
'Initiations' or pranks	11%
Interference with your personal property or work equipment	6%
Physical behaviour	6%
Cyber bullying	3%

Did you report the BULLYING?



Why did you not report the BULLYING?	Proportion
I did not think any action would be taken	68%
It could affect my career	58%
I did not think it was worth the hassle of going through the report process	37%
I did not want to upset relationships in the workplace	32%
Managers accepted the behaviour	32%
I did not have enough evidence	26%
Other	16%
I did not think the bullying was serious enough	11%
I did not know how to report it	5%
The matter was resolved informally	5%

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

12 Your view

Purpose

This section is focused on understanding workplace improvement.

The first question relates to the one realistic, practical and implementable change employees would make in their agency.

The second aspect of this section refers to the visibility of change attributable to past Working for Queensland surveys as well as satisfaction with the change implemented.

If you could make one realistic, practical and implementable change in your organisation, what would it be?	Proportion	vs Qld public sector
Greater career development opportunities	**20%**	+11
A reduction in red tape and bureaucracy	**13%**	0
Other	**8%**	-1
An improvement in/better quality senior/middle management	**7%**	-1
Improved work/life balance/flexible work arrangements	**7%**	0
An improvement in/better quality senior leadership (i.e. DG and executive team)	**6%**	+2
An improvement/better quality in line manager	**5%**	+1
Greater access to training	**5%**	0
Better management of work load/stress	**4%**	-4
Improved teamwork and team relationships	**4%**	0
More clarity on the agency's strategic direction, planning and objectives	**3%**	0
An improvement in availability/communication of information	**3%**	-1
More effective rewards and recognition	**3%**	-1
More effective recruitment and selection	**3%**	0
Better management of staffing levels (i.e. under or over)	**3%**	-4
More frequent and more effective performance management discussions	**2%**	0
Greater access to resources (i.e. tools and equipment)	**2%**	-1
Better quality or more appropriate work environment and facilities	**1%**	-2
Reduction in bullying and sexual harassment	**1%**	0

COMPARISONS: At least 5 percent GREATER | At least 5 percent LESS

RESPONSE SCALE : POSITIVE | NEUTRAL | NEGATIVE

13 Agency specific questions

Purpose

The purpose of agency specific questions is to provide agencies with an opportunity to explore issues that are of interest in their unique context.

	Response scale (%)			% positive 2016
I receive important information about the organisation and its priorities in a timely way	67	25	8	67%

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

14 Appendix A – Strategic priorities by demographics

Purpose

This section enables you to understand the perceptions of the varying demographic groups of your workforce for each of the strategic priorities (agency engagement, organisational leadership and innovation).

"Restricted" indicates a group with less than 10 respondents		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Crime & Corruption Commission		278	56%	53%	51%
Managerial status	Managers	84	61%	59%	62%
	Non-managers	193	53%	51%	47%
Employment status	Permanent	216	51%	50%	49%
	Non-permanent	61	71%	67%	59%
Full-time status	Full-time basis	250	55%	53%	51%
	Part-time basis	27	64%	61%	54%
FTE Salary	Under $50,000	16	64%	72%	55%
	$50,000 - $69,999	56	59%	54%	53%
	$70,000 - $89,999	77	58%	57%	48%
	$90,000 or over	127	53%	49%	53%
Time in agency	Less than 2 years	75	57%	61%	51%
	2 to less than 6 years	85	56%	51%	50%
	6 to less than 10 years	50	54%	51%	48%
	10 years or more	65	55%	50%	55%

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

14 Appendix A – Strategic priorities by demographics *(cont.)*

Purpose

This section enables you to understand the perceptions of the varying demographic groups of your workforce for each of the strategic priorities (agency engagement, organisational leadership and innovation).

"Restricted" indicates a group with less than 10 respondents		Number of respondents	Agency engagement (% positive)	Organisational leadership (% positive)	Innovation (% positive)
Crime & Corruption Commission		278	56%	53%	51%
Age	34 years or younger	64	62%	60%	57%
	35 to 44 years	85	50%	48%	44%
	45 to 54 years	89	54%	50%	51%
	55 years or older	36	63%	64%	59%
Gender	Female	143	61%	53%	51%
	Male	133	51%	54%	52%
Type of work	Direct service delivery	56	38%	44%	43%
	Corporate services and administrative support/clerical	114	62%	54%	57%
	Other	107	59%	58%	50%

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

15 Appendix B – Strategic priorities and factors by item

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshopping.

Strategic priorities		% positive	% neutral	% negative
Agency engagement				
Q33a	I would recommend my organisation as a great place to work	60%	20%	20%
Q33b	I am proud to tell others I work for my organisation	61%	23%	16%
Q33c	I feel strong personal attachment to my organisation	58%	22%	19%
Q33d	My organisation motivates me to help it achieve its objectives	50%	28%	22%
Q33e	My organisation inspires me to do the best in my job	49%	29%	22%
Organisational leadership				
Q31a	In my organisation, the leadership is of high quality	56%	26%	19%
Q31c	Management model the behaviours expected of all employees	51%	25%	23%
Q31d	In my organisation, the leadership operates with a high level of integrity	61%	24%	15%
Q31f	My organisation is well managed	46%	35%	20%
Innovation				
Q27a	I get the opportunity to develop new and better ways of doing my job	51%	20%	28%
Q27b	I am encouraged to make suggestions about improving work processes and/or services	63%	20%	17%
Q27c	Management is willing to act on suggestions to improve how things are done	49%	28%	23%
Q27d	My workgroup uses research and expertise to identify better practice	40%	36%	24%
Q27e	My workgroup always tries to improve its performance	61%	24%	14%
Q27f	My organisation is open to new ideas	44%	31%	26%

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

15 Appendix B – Strategic priorities and factors by item *(cont.)*

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshopping.

Factors		% positive	% neutral	% negative
Job empowerment				
Q22a	I have a choice in deciding how I do my work	63%	18%	19%
Q22b	I have the tools I need to do my job effectively	74%	12%	14%
Q22c	I get the information I need to do my job well	69%	17%	14%
Q22d	I have the authority necessary to do my job effectively	69%	18%	13%
Q22e	My job gives me opportunities to utilise my skills	71%	13%	15%
Q34b	Your ability to work on your own initiative	74%	14%	12%
Workload and health				
Q23a	I am overloaded with work *% positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with overload*	42%	32%	26%
Q23b	I feel burned out by my work *% positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with burn out*	54%	26%	20%
Q23e	My work has a negative impact on my health *% positive indicates those who "strongly disagree" or "disagree" with this statement i.e. limited to no issues with negative health impacts*	52%	29%	20%
Learning and development				
Q28c	In my organisation, there are opportunities for me to develop my skills and knowledge	46%	23%	31%
Q28e	I am able to access relevant learning and development opportunities	53%	21%	26%
Q28f	Learning and development activities I have completed in the past 12 months have helped to improve my performance	44%	30%	26%
Q28g	I am satisfied with the opportunities available for career development	28%	24%	48%
Q31b	My organisation is committed to developing its employees	39%	28%	33%

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

15 Appendix B – Strategic priorities and factors by item *(cont.)*

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshopping.

Factors		% positive	% neutral	% negative
My workgroup				
Q24a	People in my workgroup treat each other with respect	78%	11%	11%
Q24b	I receive help and support from other people in my workgroup	86%	8%	7%
Q24c	People in my workgroup are honest, open and transparent in their dealings	74%	14%	12%
Q24d	People in my workgroup use their time and resources efficiently	68%	16%	16%
Q24e	People in my workgroup treat customers with respect	79%	16%	4%
Q24f	People in my workgroup are committed to delivering excellent service to customers	81%	13%	6%
Q24g	People in my workgroup do their jobs effectively	76%	13%	10%
My manager				
Q29a	My manager treats employees with dignity and respect	79%	10%	11%
Q29b	My manager listens to what I have to say	78%	12%	10%
Q29c	My manager keeps me informed about what's going on	73%	15%	12%
Q29d	My manager understands my work	78%	14%	8%
Q29e	My manager creates a shared sense of purpose	73%	14%	13%
Q29f	My manager demonstrates honesty and integrity	79%	13%	9%
Q29g	My manager draws the best out of me	60%	23%	17%

COMPARISONS: At least 5 percent GREATER At least 5 percent LESS

15 Appendix B – Strategic priorities and factors by item *(cont.)*

Purpose

This section provides detailed information for each strategic priority and factor to enable in-depth discussions, action planning and workshopping.

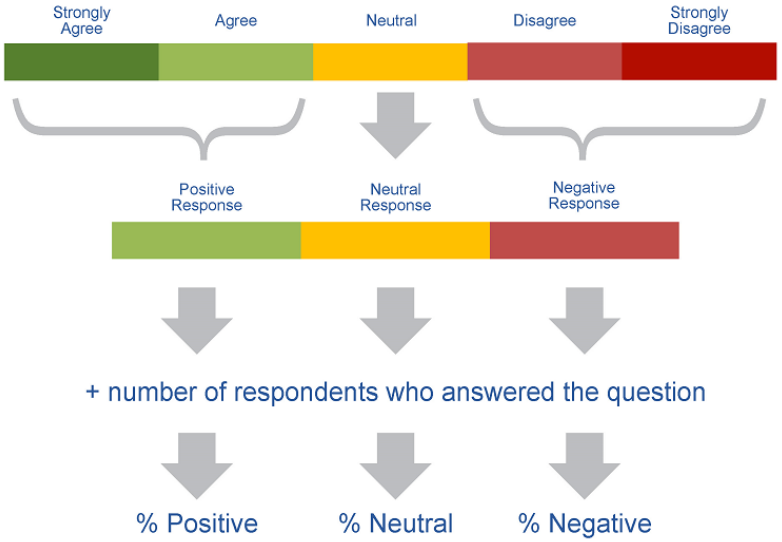
Factors		% positive	% neutral	% negative
Organisational fairness				
Q25f	Performance is assessed and rewarded fairly in my workplace	29%	35%	36%
Q25g	I am confident that poor performance will be appropriately addressed in my workplace	36%	20%	43%
Q25h	People are treated fairly and consistently in my workplace	45%	23%	32%
Q25i	People take responsibility for their decisions and actions in my workplace	49%	24%	27%
Q31e	Recruitment and promotion decisions in this organisation are fair	38%	33%	29%
Anti-discrimination				
Q32a	Age is not a barrier to success in my organisation	70%	21%	9%
Q32b	Gender is not a barrier to success in my organisation	75%	17%	7%
Q32c	Disability is not a barrier to success in my organisation	62%	34%	4%
Q32d	Cultural background is not a barrier to success in my organisation	70%	26%	4%
Q32e	Sexual orientation is not a barrier to success in my organisation	71%	26%	3%

16 Appendix C – How to interpret this report

% Positive, neutral and negative scores

Across Working for Queensland (WfQ) reporting, most data is expressed as % positive,% neutral or % negative.

- % positive presents the proportion of respondents who expressed a positive opinion or assessment i.e. combining 'Strongly agree' and 'Agree' responses.
- % neutral presents the proportion of respondents who expressed a neutral opinion or assessment.
- % negative presents the proportion of respondents who expressed a negative opinion or assessment i.e. combining 'Strongly disagree' and 'Disagree' responses.



Negatively Worded Questions: An example

What are negatively worded questions?
Negatively worded questions are items in the questionnaire that are phrased in a negative way e.g. "Approval processes at my work are excessive".

How are the negatively worded responses scored?
When responding to a negatively worded question, "Strongly disagree" and "Disagree" responses are classified as positive i.e. it is good that you disagree that approval processes at work are excessive (this means they are not excessive!). Therefore, the "Strongly disagree" and "Disagree" responses are combined to calculate the % positive score.

What does this mean for interpreting the % positive score for negatively worded questions?
The % positive score combines the negative responses as they are the "preferred" responses to this item.

EXAMPLE
In the table below the % positive score for "Approval processes at my work are excessive" is 82%. This result can be expressed by stating that:

82% disagreed that their "Approval processes at my work are excessive"

OR

82% felt that the approval processes at their work are not excessive.

Conversely, the % negative score means that 8% of the employees perceive that the approval processes at their work are excessive.

	% positive	vs 2015	% neutral	vs 2015	% negative	vs 2015
Q25 d Approval processes at my work are excessive.	82%	+4	10%	-2	8%	-5

How will I know if I am interpreting this correctly?
To assist in the interpretation, all negatively worded questions are accompanied by an explanatory statement.

16 Appendix C – How to interpret this report *(cont.)*

Rounding
Results were rounded to whole numbers. Percentages may therefore not add up to 100%.

Factor scores
Factor measures combine information from multiple survey items that correlate highly with the overall factor. The factor scores are calculated as the sum of positive responses given to all questions within the factor, divided by the number of answers to all questions within the factor.

The report depicts three strategic priorities and makes use of seven factor measures.

Workplace climate index scores
Workplace climate indices have been created by grouping together survey items by theme. Like factor scores, the climate index scores are calculated as the sum of positive responses given to all questions within the index, divided by the number of answers to all questions within the index.

% Change and division comparisons
Throughout this report the % change figure and division comparisons are frequently reported. The % change score relates to differences between:

- the 2015 and 2016 % positive, negative and neutral scores, or
- the 2016 agency and Qld Public Sector % scores.

The % score is highlighted green when the 2016 work area result is five or more percentage points higher than the 2015 score. The % score is highlighted red where the 2016 work area result is five or more percentage points lower.

The division comparisons relate to the comparisons of the % positive scores between the agency and other divisions.

Quintile
Indicates the position of your agency when the 58 participating agencies are ranked against individual workplace factors and workplace outcomes.

Quintile	Interpretation
1	Among first 20% of agencies OR Among top eleven ranked agencies
2	Among second 20% of agencies OR Between 12th and 22nd ranked agencies
3	Among third 20% of agencies OR Between 23rd and 33rd ranked agencies
4	Among fourth 20% of agencies OR Between 34th and 44th ranked agencies
5	Among last 20% of agencies OR Between 45th and 58th ranked agencies

Quintile positions 1 and 2 are indicated in green font, the third quintile is indicated in yellow font, and quintile positions 4 and 5 are indicated in red font.

PLEASE NOTE: While the coloured highlighting of both the % scores and the quintiles helps differentiate results, it does not necessarily indicate a statistically significant difference.

Number of respondents
The number of respondents for sub populations (i.e. divisions, demographic groups) may not add up to the total number of respondents due to missing demographic or division information.

Definitions
The following definitions were used in the survey:

Your workgroup - The group or team where you spend most of your time. If you are a manager your workgroup is the people you manage.

Your workplace - The place where you work, such as a school, hospital or office location as well as the places you visit as part of your work. Questions about your workplace concern the experiences you have in this environment.

Your organisation
For Health agencies - The Hospital and Health Service (HHS), in which you work, or the Queensland Ambulance Service or the Department of Health.
For non-Health agencies - The Government department or public service office you work for in your current job (e.g. Department of Transport and Main Roads for staff employed in RoadTek, The Public Trustee for staff working for the The Public Trustee).

Your manager - The person you usually report to.

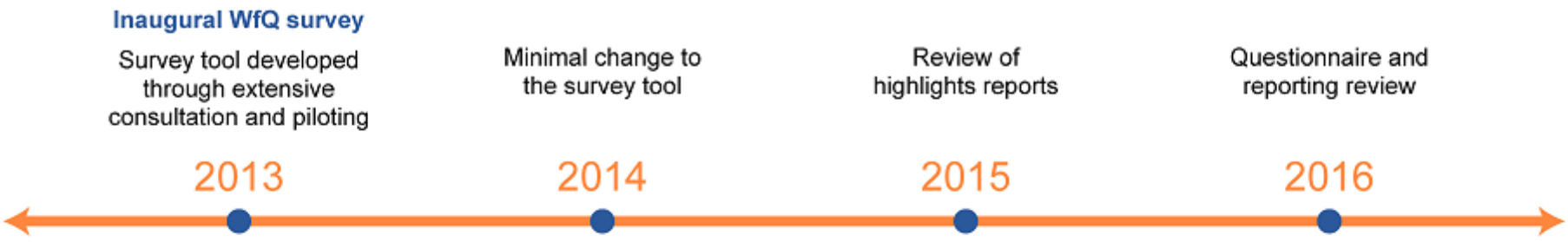
Your senior manager - The person your manager usually reports to.

Your customer(s) - The person(s) you provide advice or service to, whether internal or external to the Queensland Public Sector (e.g. students, clients, customers, stakeholders, patients, members of the community).

Sexual harassment - an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Sexual harassment does not need to be deliberate or repeated to be illegal.

Bullying - repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety.

17 Appendix D – Evolutions in the Working for Queensland research program



Evolutions in the 2016 Working for Queensland research program

Questionnaire

- Reduction in the length of the questionnaire
- Amendment to the flexible work arrangements questions
- Addition of domestic and family violence questions
- Expansion of the bullying and harassment questions
- Amendment to the free text comment such that it is now based on a coded list.

Analysis

- The reduction in the length of the questionnaire has lead to a reduction in the number of factors
- The focus of driver analysis has become three strategic priorities: agency engagement, organisational leadership and innovation
- Workplace climate indices will be calculated as the sum of positive responses given to all questions within the index, divided by the number of answers to all questions within the index.

Reporting

- In 2016, the driver analysis has been repositioned as a strategic tool, based on strategic priorities

  Driver analysis is conducted at the agency level and, as such, informs discussions around strategic agency priorities

- Workplace climate indices have been developed to better meet the needs of workgroups

  These indices are more closely aligned with the way work, roles and responsibilities are broken up across agencies.